

Staffing Standards
REVISED 9-24-2008

Compensation Board Criteria for Allocating New Positions in Treasurers' Offices

In determining the allocations of additional positions, the Compensation Board considers the following criteria:

1. The position (or positions) must be requested by the Treasurer as part of the Compensation Board's annual budget process.
2. The position requested must perform only statutorily prescribed duties of the Treasurer.
3. The Treasurer's office must have a PC, or be connected to the city/county system or have such systems scheduled for installation within 12 months.
4. Funds and positions must be appropriated by the General Assembly.
5. The Compensation Board will use the staffing methodology and weighted three-year average workload criteria developed by the Workload Study Committee to determine the appropriate level of Compensation Board staff support for each office requesting additional positions.
6. The Compensation Board shall determine the number of additional positions to be allocated to any one office based upon criteria 1-5, inclusive, and additional positions shall be allocated in the order of percentage of need, where the offices with the highest percentage of need will receive positions first. The percentage of need is determined by calculating the percentage that the number of additional positions needed is of the total number of current positions.
7. Any office receiving a new position shall not have its hourly-wage funds reduced equivalent to the salary of the new position.

Staffing Methodology

The methodology used to determine appropriate staffing levels in each treasurer's office was developed by the Workload Study Committee and adopted by the Compensation Board.

The methodology considers current Compensation Board funded positions, adjusted for salary reductions. By dividing the annualized amount of FY04 reductions to salaries by the most recent average salary of a Compensation Board approved Treasurer's staff position, an FTE adjustment is ascertained. This is subtracted from the current Compensation Board approved full-time employees for the total personnel. A three year weighted average of workload, as reported by Treasurers, is calculated.

The workload was weighted to take into account the difficulty or ease of performing the duties. The transactions for each of the categories were totaled and averaged. Then the percentage was calculated, with 100% as the total number of reported transactions in all categories. Similarly, the amount of time spent by the offices on each function was totaled and averaged, and a percentage of total time was then calculated for each category.

The number of transactions for each category was divided by the amount of time for that category. This resulted in the weighted factor used in the analysis of workload.

The Treasurers' duties which were deemed to be local, such as vehicle decal issuance and those in the "other duties" category were removed from the total weighted transactions used in performing the statistical analysis.

Linear regression was used to assess the relationship between workload and current Compensation Board approved FTEs. Regression analysis is a statistical technique used to explain the relationship between factors, such as workload and current Compensation Board approved FTEs.

Treasurer's Workload Elements		Weighted Factor
Real Estate Tax:		
1	Number of taxable parcels	0.09
2	Number of parcels maintained for mortgage companies	0.04
3	Number of real estate abatements	0.21
4	Number of real estate tax bills processed per year	0.00
5	Number of real estate transfers	0.02
6	Number of real estate parcels in relief to the elderly/disabled program	0.14
7	Number of parcels in the land use program	0.01
Personal Property:		
8	Number of personal property items in relief to the elderly/disabled program	0.10
9	Number of items on which personal property tax is assessed each year	0.05
10	Number of personal property tax bills processed per year	0.00
11	Number of personal property address changes updated	0.05
12	Number of personal property abatements	0.03
PPTRA Dog Licenses:		
13	Duplicate reports for personal property relief (PPTRA)	0.36
	Number of dog licenses sold	0.10
14	PPTRA compliance audit	0.53
	Dog license notices	0.14
15	PPTRA records submitted for reimbursement	0.00
	Rabies certificates sent to other localities	0.01
Collection Actions:		
16	Number of accounts in debt set off program based on number of claims filed	0.02
17	Number of warrants in debt issued	0.15
18	Number of parcels in judicial sale proceedings	2.01
19	Number of 3952 tax liens issued (includes bank, wage, and other third party liens)	0.40
20	Number of Treasurers' summons	1.13
21	Number of distress warrants actions to seize property	4.03
22	Total of delinquent notices for real estate and personal property	0.02
23	Number of DMV stops issued	0.23
24	Number of monthly payment plans maintained for prepayment of taxes and delinquent collections (include ACH payments)	0.69
25	Number of meals tax enforcement actions by distress taken to "padlock" business	4.03
26	Number of other collections	0.28
Fees, Permits, and Other Licenses:		
27	Number of vehicle decals issued license sold	0.04
28	Number of other vehicle registrations	0.06
29	Number of dog licenses sold	0.10
	Number of vehicle license fees billed (include abatements)	0.01
30	Number of utility bills collected	0.00
31	Number of trash collection bills collected	0.00
32	Number of annual trash decals issued	0.00
33	Number of parking tickets collected	0.00
34	Number of zone permit parking fees collected	0.00
35	Number of building permits processed	0.00
36	Number of local businesses on which license tax is collected (BPOL)	0.00
37	Number of business accounts on which local excise tax is collected	0.00

38	Number of utility tax and consumer utility tax accounts	0.00
39	Number of parks and recreation fees processed	0.00
Treasurer's Workload Elements		Weighted Factor
40	Number of other local bills collected	0.00
State Income Tax and Other State Duties:		
41	Number of state income tax memoranda received/processed	0.16
42	Number of collection actions initiated against state income tax returns	0.15
43	Number of accounts maintained on estimated state income tax returns	0.12
44	Number of estimated state income tax payments collected	0.07
45A	Number of titles processed for DMV	0.25
46	Total number of transactions for which fees are collected for DMV	0.07
Financial Management:		
47	Bank reconciliations	0.02
	Number checks/ACH issued	
48	Returned checks	0.64
49	Preparation of payroll and administration	0.00
50	Number of bankruptcy claims filed	0.92

Staffing Need = $y = 1.594 + 0.0005x + -3e-9x^{1.95}$

Note: Compensation Board approved revisions as presented by Workload Staffing Committees:

1. Revised Staffing Standards 1/25/06
2. Revised 8/16/06
 - a. Renamed Item 45A
 - b. Staffing need Formula
3. Revised 09/17/08
 - a. Removed PPTRA – Added Dog licenses
 - b. Renamed item and/or 13, 14 & 15
 - c. Renamed and/or clarified Items 17, 19, 21, 24, 25, 27, 29, 36 & 47
 - d. Definition added and/or changed for Items 2, 13, 14, 15, 27
 - e. Changed and/or added weights for items 14, 15, 29